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Studies in Association Work

History, Principles
Business Management



STUDIES IN ASSOCIATION WORK

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HISTORY, PRINCIPLES,
BUSINESS MANAGEMENT

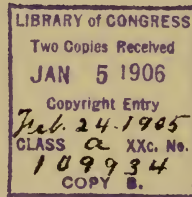
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YOUNG MEN'S CHRISTIAN ASSOCIATIONS

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Prepared under direction of the Joint Committee, representing the International Committee of Young Men's Christian Associations and the two Association Training Schools, for use in classes in local Associations and in Training Institutes.



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BY
THE INTERNATIONAL COMMITTEE OF
YOUNG MEN'S CHRISTIAN ASSOCIATIONS.

PREFACE BY THE COMMITTEE

Believing that the greatest problem of the Young Men's Christian Association is that of trained leadership, volunteer and secretarial, representatives of the International Committee and of the two Training Schools of the North American Young Men's Christian Associations have held conferences on the subject resulting in several conclusions and in coöperative effort. Among the conclusions agreed upon are:

1. That the best training for the secretaryship is a full course in one of the Training Schools, supplemented, either before or after, by experience as an assistant in a thoroughly modern and well administered local Association.

2. That since assistants and committee members of the local Associations supply the larger proportion of men for the secretaryship, most of whom enter upon their secretarial responsibilities without additional training and without a systematic study of the Association work beyond their local experience, therefore, some provision should be made for broadening, deepening and standardizing the training afforded such assistants and committee members.

3. That it is as important to discover and test good men for the secretaryship as to train them; that the place for such discovery and testing is in the local Association—city, railroad, student—and that, therefore, the local secretary holds the key to the situation.

4. That one of the best means of giving broader training to assistants and committeemen is through classes for study in the Association work, composed of men of good education and demonstrated capacity and leadership, and conducted by a secretary who has not only been successful in building up an approved type of Association work, but also possesses the ability and disposition to teach others how to do it.

5. That the courses of study for use in such classes should be prepared or approved by the Training Schools as the Associations' experts in training men, and also in order that such training may be better correlated with the work of the Training Schools and supplemented by Institutes and Training School courses, when practicable.

6. That such courses of studies in Association work should be prepared and that the coöperation of local secretaries should be sought in forming carefully selected classes, in teaching these courses, and in a systematic and sustained effort to discover and test men for the secretaryship.

7. That Associations of modern type and effective work should be asked to coöperate in this effort to secure, test and train men for the secretaryship by making room in assistants' positions for promising men desiring the practical training, rather than filling these positions with clerks or other men who can have no reasonable expectation of a successful future leadership in the Association work.

A joint committee was entrusted with the carrying out of these conclusions and the courses of study are presented in several consecutive parts.

The two Association Training Schools will provide ex-

aminations if desired, and will give credit for the ground covered in the courses of study and in the practical experience gained in assistants' positions.

C. K. OBER,

Field Secretary of the International Committee,

L. L. DOGETT,

President Springfield Training School,

J. W. HANSEL,

Late President Chicago Training School,

Committee.

PART I

HISTORY, PRINCIPLES, BUSINESS
MANAGEMENT

ASSOCIATION HISTORY



L. L. DOGGETT

CONTENTS

	PAGE
Lesson I. McBurney's Early Life.....	5
Lesson II. Founding of the New York Association.....	6
Lesson III. The Association During the Civil War	7
Lesson IV. Revival of Association Effort after the War..	8
Lesson V. The Development of the Fourfold Work and Its Adaptation to Different Classes of Young Men	9
Lesson VI. Period of Rapid Growth in the New York Work	11
Lesson VII. Principles of Association Administration.....	12
Lesson VIII. The International Work.....	13
Lesson IX. The Evangelical and Evangelistic Contro- versies.....	13
Lesson X. The Work in Europe and Other Lands	15

TEN LESSONS IN ASSOCIATION HISTORY

BASED UPON THE LIFE OF ROBERT R. MCBURNEY

Lesson I. McBurney's Early Life

Pages 1 to 22

Note from the table of contents that the plan of study geographically is: (1) The Association in the largest city of the Continent; (2) the larger work in the United States and Canada; (3) the world's work; (4) work in non-Christian lands.

Note also from the table of contents the chronological development—the Confederation period, 1851-1861; the war period, 1861-1865; the revival of the Association after the war, 1866-1870; the development of the Association idea, 1871-1887, and the period of wide extension which has continued to the present time.

In the introduction observe the incarnation of the Association idea in McBurney, also the characteristics which made him a successful secretary and how he expressed himself. In Chapter II note the features of McBurney's early life which prepared him for the secretaryship.

Read the historical chapter in the *Hand Book*, pages 26-40.

1. *Into what periods is Association history divided?*
2. *What are the essential qualities for success in the secretaryship?*
3. *What experiences helped to prepare McBurney for his work?*

In the assigned reading which follows note the preliminary efforts to win young men before the Association was established; the founding of the Association in London and its development before the New York City organization was established in 1852.

Note.—It is expected that this outline will be in the hands of the student as well as the teacher and that the teacher will frame additional questions as he may desire. The assigned reading is vital to the success of the course. It has been reduced to a minimum and the teacher is expected to insist upon it.

Lesson II. The Founding of the New York Association

Pages 23 to 51

Read *The Twentieth Century City*, by Josiah Strong, and note the change which modern conditions have made in the environment of young men.

1. The rise of the modern city was the occasion for the founding of the Young Men's Christian Association.

2. New York City is typical of the modern city movement.

3. The religious forces and the religious problems of New York City.

4. The aim of the founders of the New York Association.

5. The steps in the founding of the organization—note the relationship to both the London and Boston organizations.

6. The constitution. The object, the conditions of membership, the methods of work, relation to the Church, the method of organization, the unexecutive character of the duties of the employed officer.

7. The conception of the Association in the mind of its founders, on page 35.

8. Relation of the New York Association to the work at large and the founding of the Confederation.

9. The slavery issue, its agitation, its effect on the membership.

10. The great revival of 1857. The place of the New York Association in starting and maintaining the noon meetings, and in the later development of the revival. The effect of the revival upon the Association cause, both in New York and in general.

11. The establishment of the United States Christian Commission.

12. The decline of the Association from the financial depression and the outbreak of the war.

Read Supplement to *Fifty Years of Federation*, R. C. Morse.

1. *What had the New York Association accomplished during the first ten years of its history?*

2. *From what limitations did it suffer?*

3. *Compare the character of its work with that of a modern Association.*

Lesson III. The Association During the Civil War—1862-1865

Pages 52 to 70

1. The plans for the continuance of the New York work. The appearance of Cephas Brainerd as one of the leaders. The place of the employed officer. The beginning of the idea of an executive secretary.

2. The condition of the New York society when McBurney became its secretary, and his first duties.

3. McBurney's ideas of the secretaryship as a life

work and the influence upon him of the opportunity it gave for direct religious effort.

4. The influence of his associates upon McBurney's development as an executive. The place which volunteer workers have in the Young Men's Christian Association.

5. The work for the young men of New York City during the war.

6. The return of the dissatisfied element which had withdrawn during the anti-slavery agitation. The effect of the return of these men upon the fortunes of the New York Association. The place which William E. Dodge, Jr., came to occupy in Association history.

7. The resignation of McBurney and his return.

1. *What effect did the Civil War have on the American Association?*

2. *What great work was undertaken for the soldiers?*

3. *What was the scope and character of this work?*

4. *How did McBurney's experience during the war period prepare him for his later career?*

5. *How did the work of the New York Association differ from much of that in the rest of the country?*

Lesson IV. The Revival of Association Effort After the War

Pages 71 to 89

1. McBurney and William E. Dodge, Jr. The place which the New York Association came to occupy in the general movement.

2. The first suggestion of a gymnasium.

3. The beginning of the building movement. The study of the field and the young men of the city. The first efforts to suppress obscene literature.

4. The canvass for funds and the erection of the building at Twenty-third Street and Fourth Avenue.

5. The opening of the new building.

6. The important influence of the Twenty-third Street building. Comparison with other buildings then in existence. The unifying features of the building and its contribution to Association architecture.

7. The effect of this building upon the leadership of New York in the Association cause.

1. *What type of Association work was exemplified in the Twenty-third Street building?*

2. *What features of the Twenty-third Street building have become characteristic of Association architecture?*

3. *What features are usually found in Association buildings to-day which did not appear in the Twenty-third Street building?*

Lesson V. The Development of the Fourfold Work and Its Adaptation to Different Classes of Young Men

Pages 90 to 123

1. The form of government of the New York Association at this time.

2. The place which the secretary came to occupy in the new building. Before the building movement the Association was almost entirely a volunteer organization. Since its inception the employed officers have come more and more into the position of leadership.

3. The development of the social work—the Twenty-third Street building as a Christian club and resort for

young men. The effectiveness of such companionship in leading young men to Christ.

4. The inception of the gymnasium. Compare the conception of physical work then and now. Note the emphasis at first upon this feature simply as an attraction to interest young men and the effect this idea had on the character of the physical work.

5. The growth of the intellectual features—the central position of the library at this time.

6. The religious work. Its fervor and evangelistic character. At a time when the gospel meeting was the universal type of religious work in the Associations note the considerable amount of Bible study at the Twenty-third Street building. Personal work as a marked feature. The organization of the religious work. This extensive religious effort was exclusively for young men.

7. The effort for the suppression of vice. Compare the plan of legal suppression with that followed by the Associations to-day. The place of the physical department to-day in the campaign for purity among men and boys.

8. The Moody meetings. The relation of this effort to the New York Association.

9. The adaptation of the Association to different classes of young men. Note that up to this time the Association had chiefly reached commercial young men. When an effective method had been developed for this purpose it is remarkable how rapidly it was adapted to other classes.

10. Branches of the New York Association. The beginnings of the railroad work. The relation of the branch to the central board.

1. *How did the New York Association contribute to the fourfold work for young men?*
2. *What has led to the preëminence of the employed force in the leadership of the Association?*
3. *What effect did the development of a systematic specialized work for young men have upon the Association cause?*

Lesson VI. Period of Rapid Growth in the New York Work

Pages 124 to 138

1. The reorganization on the metropolitan plan. It is analogous to the public school organization in many large cities.
2. The extension of the branch system throughout the city. The intercollegiate student department.
3. The development of economic phases of work for young men.
4. The West Side building. The advancement which this building shows over the Twenty-third Street structure. Note the dormitory and restaurant features. The much smaller auditorium.
5. The provision for work among boys. This was practically a separate building with separate employed officers and yet so connected with the senior work as to be in real affiliation.
6. Contrast between the work in 1898 and at the beginning of McBurney's career as general secretary.
7. The growth of the employed force in New York City. The organization of the committees.

-
1. *What is the metropolitan plan of organization?*
 2. *How large a section of the Association movement*

in North America is under the metropolitan form of administration?

3. *What economic features are now used by the Associations in their work for young men and of what value are they?*

4. *What has led to the introduction of work for boys?*

Lesson VII. Principles of Association Administration

Pages 139 to 156

1. A specialized, organized effort for the development of Christian manhood. This is in contrast with a movement for the general evangelization of all classes.

2. The place of social work.

3. The proper financial policy for an Association.

4. The centralization of administration for the local Association.

5. The throwing of responsibility upon the membership for the actual work among young men.

6. McBurney's list of nine principles.

7. Doctrinal questions in the Association. Inspiration and critical Bible study.

8. McBurney's idea regarding the Association paper, should it be technical in character or a paper of general interest to young men?

1. *On what principle should our social work be carried out?*

2. *What ought to be the attitude of the Association toward doctrinal questions?*

3. *Why should the religious work have the first place?*

Lesson VIII. The International Work

Pages 157 to 173

We turn now to consider the larger phases of Association life.

1. Three leaders in the International work—Cephas Brainerd, R. R. McBurney and R. C. Morse.

2. The Philadelphia convention in 1865. Note the condition of the Associations at large at the end of the Civil War. Unfortunate features of the Philadelphia convention. The difficulty of carrying on the International work with a rotary committee.

3. The Albany convention the turning point in the International work. The results of this convention. H. Thane Miller.

4. The Montreal convention, 1867. The union of the northern and southern Associations.

If possible to secure it the student should read the report of the Albany convention, 1866.

-
1. *What is the International Committee?*
 2. *What place did the three conventions referred to have in the development of the American work?*
 3. *What was the effect of the location of the International Committee in New York?*

Lesson IX. The Evangelical and Evangelistic Controversies

Pages 174 to 210

1. The Paris basis. The student should commit this to memory and analyze the doctrines it contains.

2. The Boston idea of limiting active membership to members of evangelical churches. The indefinite position of the first American convention, 1857.

3. Variety of tests used in different Associations. The plan of applying the test only to the board of directors. McBurney's action at the first New York State convention. Mr. Brainerd's article in the *Association Quarterly*.

4. Situation at the time of the Detroit convention, 1868. Action of this convention. Note the important step in calling Robert Weidensall.

5. The Portland convention, 1869. The precipitation of the evangelical discussion grew out of the question as to what constitutes an evangelical church. The Portland test. Compare this test with the Paris basis and the Apostles' Creed. Note the action of the convention limiting representation to evangelical organizations.

6. The call of Richard C. Morse. His service as editor. His appointment as general secretary of the International Committee.

7. The controversy over the true work of the Association. Contrast between McBurney's position and that taken by Mr. Moody. Mr. Moody's deep interest in Association work.

8. The evangelistic campaigns carried on by state committees. McBurney's paper at the New York State convention, 1877. Mr. Moody, 1879, expresses his approval of the secular work of the Association.

9. The rise of work for different classes of young men. The Student Movement.

10. The growth of the International work. The relation between the International and State committees.

1. *What was the evangelical controversy?*

2. *What are the points of agreement and contrast between the Paris basis and the Portland test?*

3. *What are the reasons for the evangelical test?*
4. *Why should not the Associations engage in general evangelistic work for all classes?*

Lesson X. The Work in Europe and Other Lands

Pages 211 to 248

1. The World's conference at Amsterdam, 1872. The relative importance of the American work. The difficulties in Europe on account of national hostilities and rivalry. Form of organization in England—William E. Shipton and Sir George Williams.

2. Mr. Morse's service at the convention of 1875.

3. The Geneva convention, 1878. The establishment of headquarters for the World's Committee and the employment of a general secretary, M. Charles Fermaud. Later World's conventions.

4. Work in non-Christian lands before 1879. The beginning of the student work in foreign lands. The Northfield conference of 1886. The call from India. Mr. Swift goes to Japan.

5. Principles upon which the foreign work is carried on.

6. McBurney's contribution to the secretaryship. Contrast between his idea of the office and Mr. Shipton's. His relation to younger secretaries.

7. Organization of the Secretarial Alliance. Influence of this organization.

8. McBurney's paper on "Secretarialism."

9. The founding of the Training School at Springfield in 1885.

Read *Strategic Points in the World's Conquest*, J. R. Mott.

1. *What service have the leaders of the American work rendered to the World's conventions?*
2. *What is the function of the World's Committee?*
3. *How did the work for young men in non-Christian lands begin?*
4. *What are the principles on which it is administered?*
5. *What is secretarialism?*

Read *Fifty Years of Federation*, by Richard C. Morse, also article on "Young Men's Christian Association," *Encyclopædia Americana*, by L. L. Doggett.

Each student should prepare an essay on an historical subject assigned by the teacher.

ASSOCIATION PRINCIPLES



WILLIAM D. MURRAY

CONTENTS

	PAGE
Lesson I. Principles—Our Basis.....	19
Lesson II. Principles—Our Aim.....	25
Lesson III. Methods.....	32
Lesson IV. Organization—Boards.....	39
Lesson V. Organization—Boards (continued).....	43
Lesson VI. Organization—Boards (continued).....	46
Lesson VII. Organization—Committees.....	48
Lesson VIII. Membership.....	53
Lesson IX. The General Secretary—Characteristics.....	57
Lesson X. The General Secretary—Personal Life.....	62
Bibliography.....	68

TEN LESSONS IN ASSOCIATION PRINCIPLES

Lesson I. Principles

THE PARIS BASIS AND EVANGELICAL TEST

In taking up the study of the principles and methods of the work of the Young Men's Christian Association it is necessary to note the distinction between *principles* and *methods*; the former are permanent and fundamental; the latter vary with the time and place. It is exceedingly important therefore to understand the basal principles upon which, as upon a rock foundation, the Association stands.

1. OUR BASIS

The aim of the first Young Men's Christian Association, organized in London in 1844, was to improve the spiritual condition of certain young men, a purpose which they sought to accomplish by meetings for prayer and Bible study. So it is clear that in the very beginning this movement sought to reach the spiritual nature of young men. This purpose has been kept preëminent in the work and growth of the British organization. It was equally the initial purpose of the North American Associations and when, owing to suggestions from London, the first Association in the United States was formed in Boston in 1851, what has since been known as the evangelical test of membership was adopted, providing that active, voting members must be members of evangelical churches. This Boston precedent was followed by the great majority of the early North American Associations. In the subse-

quent growth of the Association movement this central spiritual purpose has been affirmed and reaffirmed by two great declarations which have been incorporated into the very fabric of the Young Men's Christian Association: (1) The Paris Basis (1855 and 1905); (2) The Evangelical Test (1851). Upon the principles which the Associations embodied in them rest the Young Men's Christian Associations of to-day.

(1) THE PARIS BASIS

It reads as follows: "The Young Men's Christian Associations seek to unite those young men who, regarding Jesus Christ as their God and Saviour, according to the Holy Scriptures, desire to be His disciples, in their doctrine and in their life, and to associate their efforts for the extension of His kingdom among young men."

It has been called "The Apostles' Creed" of the Young Men's Christian Association.

In the convention held at Paris in 1855 Rev. Abel Stevens, an American delegate from New York, in proposing an alliance of the Young Men's Christian Associations of the world, said that it was in the power of that conference to place on a permanent basis the work of the Associations, and he therefore offered a resolution which followed the American test of 1851 and provided "that the Associations should be managed by members of evangelical churches." After some discussion M. Frederick Monnier, of Strasburg, a layman, offered the resolution quoted above, the *Paris Basis*. This was ratified by the American Associations at the Montreal convention, in 1856.

As must always be the case with a growing organization, different men have held, from time to time, different

views as to the usefulness of the Paris Basis. In the present transition period in the religious world it is only natural that men should differ on such a subject as this. But the Basis has survived all attacks, and now after fifty years of trial, at the beginning of this new century, it has been reaffirmed.

At the Jubilee World's Conference, held at Paris in 1905, Prince Bernadotte, of Sweden, presented the jubilee declaration in the three languages of the conference, French, German and English.

"At this time, when the Alliance of the Young Men's Christian Association is commemorating in Paris, the place of its origin, the fifty years of its foundation:—

"We, the authorized representatives of all Young Men's Christian Associations of the world, wish first to express our gratitude to Almighty God, who, during these fifty years, has granted so much blessing on the work He has entrusted to us.

"We further wish to witness our deep thankfulness to the men who founded the Alliance, and gratefully recall the noble examples of faith and life which they have given us.

"We desire formally to declare the supreme importance of the fundamental principles which have formed a bond of union between the Associations from the beginning."

Consequently the conference solemnly reaffirms the Basis adopted in Paris in 1855, as follows:—

ALLIANCE OF YOUNG MEN'S CHRISTIAN ASSOCIATIONS

The delegates of various Young Men's Christian Associations of Europe and America, assembled in conference at Paris the 22d of August, 1855, feeling that they are one in principle and in operation, recommend to their

respective societies to recognize with them the unity existing among their Associations, and while preserving a complete independence as to their particular organization and modes of action, to form a Confederation on the following fundamental principle, such principle to be regarded as the basis of admission of other societies in future:—

THE YOUNG MEN'S CHRISTIAN ASSOCIATIONS SEEK TO UNITE THOSE YOUNG MEN WHO, REGARDING JESUS CHRIST AS THEIR GOD AND SAVIOUR, ACCORDING TO THE HOLY SCRIPTURES, DESIRE TO BE HIS DISCIPLES, IN THEIR DOCTRINE AND IN THEIR LIFE, AND TO ASSOCIATE THEIR EFFORTS FOR THE EXTENSION OF HIS KINGDOM AMONG YOUNG MEN.

The conference also declares that this Basis embodies, with other fundamental principles, the following:—

1. Personal and vital Christianity on the part of the members.

2. The spirit of evangelical alliance, according to John xvii. 21.*

3. The activity and responsibility of the members in effort for the extension of the kingdom of God among young men.

After fifty years of discussion it was found necessary to change not a single word in the original resolution.

(2) THE EVANGELICAL TEST

This document, known also as the Portland Resolution, reads as follows: "As these organizations bear the name

*This term, "the spirit of evangelical alliance," expresses in other languages the meaning of the term "interdenominational," as used in North America, more accurately than any direct translation of that term from the English.

of Christian and profess to be engaged directly in the Saviour's service, so it is clearly their duty to maintain the control and management of all their affairs in the hands of those who profess to love and publicly avow their faith in Jesus, the Redeemer, as divine; and who testify their faith by becoming and remaining members of churches held to be evangelical; and that such persons and none others should be allowed to vote or hold office."

It takes its name from the fact that it was adopted at the convention held at Portland, Me., in 1869. Questions were asked as to the meaning of the expression "evangelical churches," and the convention adopted as a part of the test the following report of a special committee: "We hold those churches to be evangelical which, maintaining the Holy Scriptures to be the only infallible rule of faith and practice, do believe in the Lord Jesus Christ (the only begotten Son of the Father, King of kings and Lord of lords, in whom dwelleth all the fullness of the Godhead bodily, and who was made sin for us, though knowing no sin, bearing our sins in His own body on the tree) as the only name under heaven, given among men, whereby we must be saved from everlasting punishment."

By the adoption of the Evangelical Test the control of the Association, a human organization, was placed in the hands of members of the church, a divine institution. This gave to the Association a stability it had never before had, because it acknowledged the headship of the church, God's recognized representative on earth; it also implanted in the hearts of the men whose support was necessary to success—ministers and laymen—a confidence which nothing else could create. From the time of the adoption of this as a brotherhood test the growth of the Association was accelerated.

As with the Paris Basis, so with the Evangelical Test, from time to time questions have arisen regarding its utility and adequacy. Some Associations have abandoned it, giving the voting power to all members of the Association whether church members or not. In some instances at least this has been a matter of expediency, not of principle. A particular Association has been desirous of securing the support of some individual or individuals in its community who could not qualify for active membership. But, as a rule, the Associations which have departed from the Evangelical Test for any such reason have not prospered, and almost all that now survive do so because they realized that they were adrift and came back to the safe anchorage of this test.

Those whose knowledge of Association history is widest recommend that the article of the Association's constitution embodying the Evangelical Test be not susceptible of amendment without the unanimous consent of the membership.

We can no more afford to depart from the Evangelical Test than from the Paris Basis. On our loyalty to Jesus Christ and to the church which represents Him on earth our very life depends. John R. Mott, speaking at the Decennial Conference of the World's Christian Student Federation, at Zeist in 1905, said: "It is into His kingdom that students are streaming from the East and from the West, from the North and from the South. He is the great magnet; if He continually be lifted up by the different movements, all classes of students will be inevitably drawn unto Him. Christ is our message, for He only can satisfy the consciences, the hearts, the minds of men. Only in Him and His cross let our glory be. To Him must we go to learn those *principles* and *methods*

which, no matter what our national and racial conditions, will be found to have universal adaptation. To carry out His program is the only sufficient reason for the existence of the Federation and the only adequate goal of our effort. From Him we derive our life and power, and *we do well to heed the lesson of history that every Christian organization which has ceased to preserve a vital relation to Him has soon become formal and lifeless.*"

1. *Quote the Paris Basis.*
2. *What did the Evangelical Test add to the Paris Basis?*
3. *What is meant by "evangelical churches"?*
4. *What does the fact that the Paris Basis was reaffirmed in 1905 indicate as to its place in the Association economy?*
5. *Why should the evangelical test be adhered to?*

Readings:—Fifty Years of Federation, pp. 33, xxii., 46. Life of McBurney, pp. 174-185. A History of the Young Men's Christian Association, p. 166, et seq.

Lesson II. Principles (continued)

MEANING OF THE PARIS BASIS

2. OUR AIM

Assuming that the documents already described are the foundation upon which the Association stands, and taking the Paris Basis as an outline for further study of *principles*, it will be seen that we are striving to do two mutually helpful things: (1) To train Christian young

men in Christian service ; (2) to save non-Christian young men.

(1) To train Christian young men. "THE YOUNG MEN'S CHRISTIAN ASSOCIATIONS SEEK TO UNITE THOSE YOUNG MEN, WHO, REGARDING JESUS CHRIST AS THEIR SAVIOUR," etc. This leaves no doubt of the motive of the Young Men's Christian Associations—to take the scattered forces of *Christian* young men in a community and bind them together in a united effort, thereby greatly multiplying their power.

There is implied here a *voluntary* Association of young men, as well as an Association which knows no *denomination*, but gladly includes all.

It is, too, an Association of *young* men, though not so much emphasis can be laid upon this element in our constitution as formerly, for to-day the Association is undertaking the solution of such vast problems that the most mature judgment is needed. Yet it would be well for our Associations to be seeking constantly to enlist men in this work early in their careers.

"DESIRE TO BE HIS DISCIPLES." Disciple means learner or scholar. It is significant that this word should have been used in speaking of Christian young men. It means that those who are to be trained for service are those who, being Christians, desire to go further, and to study under the greatest Teacher, Jesus Christ Himself.

And the words which follow are equally significant: "Desire to be His disciples (scholars) IN THEIR DOCTRINE AND IN THEIR LIFE." Here we have the two sides of a man: what he knows—his doctrine; what he is—his life.

In doctrine. This does not mean in any sense that this Association is to teach theology. Nothing is clearer than that it cannot take sides on controverted questions in the

realm of theology. A friendly critic said a short time ago, "In our opinion nothing could be more disastrous than for the Association to take up any distinct system of ideas—higher critical or anti-critical—or that a secretary in his work should be an avowed advocate or condemner in matters that do not appertain to the principles of morality and the fundamental truths of the gospel of Christ." It does mean that the active member of the Association should "know whom he has believed," and should seek to know better the gospel of Christ.

In life. After all it is not so much what a man knows, as what he is—his character—that counts. Phillips Brooks once said, "It is not by the truth the clergy teach, it is by the lives the Christian people live, that the church must be the witness of the Father." Life is greater than knowledge. Moreover, we are learning the danger of teaching truth that is not worked out in life; in more senses than one "a little learning is a dangerous thing." Dr. King, of Oberlin, says: "It is not enough passively to receive an idea; if it is really to be yours, you must express it in some way. You must put it into act. Your idea or ideal is not fully yours until you have expressed it. The resulting law for character is clear and unmistakable: *That which is not expressed dies.*" We are justified, therefore, in insisting that the young men who are to work through the Association should not only *know*, but *be*.

In thus seeking to unite Christian young men who desire to learn of Christ and live for Christ we are doing just what He Himself did, for early in His ministry "He appointed twelve that they might be with him [to learn of Him], and that he might send them forth [to live for Him]" (Mark iii. 14). This was the first Young Men's

Christian Association, and its basis was not different from the one laid down in Paris in 1855. Near the end of His life Jesus seems to have had the same idea in mind when He said that any man who had found in Him the door to life, should thereafter "go in" (to be with Christ and learn of Him) "and go out" (in fellowship and sympathy with men) (John x. 9).

This is the first part of our double purpose: to train Christian young men for service.

(2) To save non-Christian young men. "AND TO ASSOCIATE THEIR EFFORTS FOR THE EXTENSION OF HIS KINGDOM." This statement in the Basis makes plain a fact which ought not to need any special emphasis, namely, that the primary purpose of the Christian young men who are brought together in the Association is not the securing of some benefit to themselves, be it educational, physical, or what not. We are "saved to serve." One of the characteristics which distinguish the Association from the mere social club lies just here: men join the latter for what they can *get*, the former for what they can *give*. At the same time it is clear that the educational classes, the gymnasium, and the other advantages offered by the Association are not merely means by which men are dragged into Bible classes and evangelical meetings. They are good things in themselves, and men are justified in joining the Association so that they may enjoy them and get benefit from them. But in these studies we are seeking for principles, and the principle enunciated here is that the Association exists *primarily*, and is supported *primarily*, because it deals with the spiritual nature of young men, and furnishes opportunities for giving rather than getting.

It is also clear from this statement that this is to be an

associated effort. The load which is too heavy for any Christian young man alone, he and those associated with him can lift.

Here, too, we have the very heart of the Association idea; the extension of His kingdom. As has been said above, not the training of athletes, not the care of the body, good as these may be; not the increase of a man's efficiency by education, laudable as such a purpose is; but the problem which we have set ourselves to solve is the one which faced our Lord when He was here upon the earth. The question ever before Him was, "How can I establish my kingdom on this earth?" From the day when Satan promised to give the kingdoms of the earth to Him if He would worship him, until He cried out, "It is finished," this was what He was trying to do. It is the problem of the Young Men's Christian Association to-day: the establishment of Christ's kingdom among young men. In other words, our work is a religious work; we seek the spiritual welfare of young men. Men recognize this, so well has the Association adhered to this fundamental principle. Some time ago a rich man, with little or no interest in religion, was asked to contribute to the endowment fund of the educational department of the International Committee. He declined on the ground that in giving to that department he would be giving to a religious work, for he said if the whole work of the Association were not religious then it was false to its principles. He was right. All our work, social, educational, physical, is in order that we may extend His kingdom among young men.

This is the second part of our double purpose: to save non-Christian young men.

AMONG YOUNG MEN. Enough has been said, perhaps,

concerning our work as a work for *young* men; a word ought to be added about it as a work for *men*. Although started as a work for men, it took the Association a long time to realize that its work was for men only. As early as 1858 the question was asked in convention, "What is our field and work?" The answer given was, "The formation and development of Christian character in young men." But as Mr. McBurney, speaking of that time, has said, "The Association men themselves, with few exceptions, did not have a clear understanding of the work of the Young Men's Christian Associations." The Associations seem to have been restive under the limitation to one sex. In the convention of 1859 this resolution was passed, "That while we should work especially on behalf of young men, for the sake of our Associations as well as for the sake of our Master's cause, we should be ready to enter upon any work which He shall open before us." And Mr. R. C. Morse, in commenting on this resolution, says, "By 'any work' the Association men of that day understood mission, Sunday-school and general evangelistic work and various forms of philanthropic endeavor—all of which were then a part of the activities of the Associations."

In the convention of 1866, under the leadership of Cephas Brainerd and Robert R. McBurney, work for men exclusively was vigorously advocated, and from that time the work of the Association has been more clearly defined. During recent years there has been little or no desire to depart from it. The latest development along this line has been the recognition by the Association of the fact that the term "young men" includes boys, so that instead of taking up work for boys as an outside matter, the Association recognizes them as a constituent

part of the organization and gives them a place in its plans.

At home and abroad. The Church of Christ was slow to take upon itself the responsibility for the men of other lands. So, too, the Association until 1889, with its growing work at home, did not feel any obligation towards the young men of foreign mission lands. But in that year, in response to the calls of missionaries on the field, the North American Associations showed that they realized their duty to all young men, by sending general secretaries to Madras, India, and Tokyo, Japan; and now the extension of Christ's kingdom among young men abroad is recognized as being as much a part of our work as the extension of that kingdom among young men at home.

And finally, the very success of the Young Men's Christian Associations has led other organizations to seek to associate themselves with it. But our motto should be, "no entangling alliances." We have a broad and needy field, the work is hard enough to stimulate any man, and we have no excuse for going outside. Let us continue to unite Christian young men, who, having acknowledged Jesus Christ as Saviour, now wish to learn of Him and live for Him, as they seek to extend His kingdom until the young men of this land and of all lands have acknowledged Him as Lord and Master.

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1. *What two things is the Association striving to do?*
 2. *What is the controlling motive of the Association?*
 3. *Is it true that not so much emphasis can now be laid upon the word "young" in our name? Why?*
 4. *What does the expression, "who desire to be His disciples in their doctrine," mean?*
 5. *What the expression, "in their lives"?*

6. *How do the two differ?*
7. *What should be the attitude of the Association towards controverted theological questions?*
8. *Why should Christian young men join the Association?*
9. *Why should we seek to establish Christ's kingdom abroad as well as at home?*
10. *Why should our work be religious?*
11. *Why should Association work include the boys?*
12. *What should be our attitude towards kindred organizations?*

Readings:—The Association and the Churches. Twentieth Century City Association. Association for the Times. Why for Young Men Exclusively. Jubilee of Work for Young Men in North America, p. 79.

Lesson III. Methods

ADAPTING THE ASSOCIATION TO THE FIELD

It has already been said that principles are permanent, methods change. In the early days of the Association movement the method of attaining its purpose was by prayer meetings and Bible study only; now the gymnasium, the educational class, camps and outings, as well as prayer meetings and Bible study, enter into our method.

1. WHAT THE ASSOCIATION IS

In seeking to find the proper methods for carrying on our work it is necessary in the first place to determine *what the Association is*.

(1) It is not a church. A few years ago, when they were thinking of organizing an Association in a certain

city, one pastor said to another, "What do you think of the new church they are talking about establishing down on Main Street?" Such a feeling was prevalent at one time and was clearly erroneous. We do not meet it very often now, but we ought to have it in mind.

A good many things are involved in the fact that the Association is not a church: it means that although active in the Association our first allegiance is to the Church of Jesus Christ, our first duty to the denomination of our choice; it means also that the Association must follow, not lead, in matters within the peculiar province of the church.

(2) It is not a social club. Although it might honestly be stated that in many ways and to many men the Association is a social club, yet it is true that in the ordinary sense of these words it is not. There will always be this great distinction between the Association and the ordinary social club: a man joins the latter for what he gets, but the other, the ideal Association, for what he can give. There is a tendency, however, to make the Association more like a club; to restrict all the privileges to members exclusively, as in clubs.

(3) What the Association is. This has been defined in our study of principles. Having this definition in mind let us strive to adopt methods which will make it in reality what we have made it in theory, an everyday work for young men by young men.

2. KNOW WHAT THE FIELD OF THE YOUNG MEN'S CHRISTIAN ASSOCIATION IS.

(1) What its field is not. There is a great deal of good work waiting to be done, but we must realize that the Association is not called upon to do it all. All sorts

of work for men, relief work and rescue mission work, is necessary, but that does not make it our work; the field of the Association is elsewhere. Then there is the Sunday-school work and the work of general foreign missions which belong so plainly to the church: these fields are not for us. But every now and then an Association loads itself up with some work of this kind and then wonders why the community does not support it. It is probably duplicating the work of some other equally needed organization.

The field of the Association has been well defined in the form of constitution proposed for the twentieth century Association: "The object of this Association is to develop the Christian character and usefulness of its members, and to improve the spiritual, mental, social, and physical conditions of young men."

This does not mean that the Association must hold aloof from all other organizations: on the other hand there are always some in every community with which it can coöperate. Particularly is this true of any efforts the churches may make towards helping the young men of the community.

(2) Its field is among men and boys. It includes all classes of men: students, clerks, laborers, railroad men, schoolboys, and working boys. It includes the whole man: spirit, mind and body. It means that the Association has the privilege of creating an atmosphere in which a man will develop along all lines of his being, so that the best that is in him, his spiritual nature, shall naturally dominate the whole man.

(3) It is for the individual man. It is significant of our movement that a recent circular of the publication department of the International Committee is headed,

"Personal Work Literature," and then follow eleven titles of books to help men deal with individual men. We used to think that it was enough to get a crowd of men together and tell the crowd what Christ had done for them. Now each of us is discovering that as an Association man, having found out what Christ has done for me, I should tell the man alongside of me what He will do for him.

3. STUDY YOUR PARTICULAR FIELD

One of the speakers at the Niagara Falls Conference said, "Small cities do not need all the stunts of the large cities." Forgetting this causes a good deal of trouble. A story is told of a man who secured certain territory in which to sell a new kind of buoy for marking rocks, etc. Learning his story he proceeded to a lake in the territory assigned to him and explained to the proprietor the various good points of his buoys, their durability, cheapness, etc. He was greatly taken back upon being told that there were no rocks in the lake.

I talked with a secretary once who told me that when he went to a certain city the Association had no educational classes, the reason given being that the city night schools were so good that for the Association to undertake such work would be merely duplicating existing agencies. But those who said this had jumped at conclusions; they had not studied the field of that Association. An investigation of the large manufactories revealed the fact that scarcely any of their thousands of men attended the night schools or felt that it would do them any good to attend. Educational classes were started with splendid results.

Two or three suggestions along this line will be given. Seek to know:—

(1) What kind of a town it is. Is it large or small? This means a good deal. A director, for instance, could probably do more financial work in a small town than in a large one. Men know each other better in small places.

Is it a suburban town? The problem of the suburban town is quite different from other places. Overshadowed by a great city, with the attractions of which it cannot compete, the Association in the suburban town might provide the things which will reach and hold its young men.

And so the questions could be asked: Is it a manufacturing city? Is it in a farming community? If we are to meet the needs of our own town or city we must know what kind of a town or city we are in.

(2) What kind of people live there. I remember once going into a large church in a certain city, and, being interested in Sunday-schools, I stayed after the morning service to see the school. It was painfully small compared with the large church attendance, and when I asked if I might see the primary department I was taken into a little upstairs room where fourteen little children sat on a single long bench. I was so surprised that I turned to my conductor and asked where the children were. His answer made all plain, for he told me that their church was in the midst of a boarding house neighborhood, and that families with children did not board if they could help it. The handful of children in the Sunday-school was practically all the children of the families connected with the church. It would have been useless under such circumstances to make preparations for a big primary department. So of the Association; we must know the kind of people who inhabit that particular town. Are they board-

ers or housekeepers? Are they a church going community? What occupies the leisure time of the young men—for we cannot afford to make the mistake which a certain doctor is said to have made, who, in ignorance of the man's occupation, told a letter carrier that he needed to walk more.

It is helpful, too, to know the kind of government which exists in the city: is it good or bad? Are the city officials in control for what they can make out of it? How do the powers that be treat the saloon question? All these things have a vital bearing on the methods to be employed in that particular town.

4. ADOPT A POLICY FOR YOUR TOWN

In view of the kind of city you are in, and the kind of people who live in it, make your policy fit the facts. Here many mistakes are made. A secretary hears of some method which works in a city of a million, and he wonders why it fails in his city of ten thousand; or it works in that little town far from a big city, and he wonders why it does not work in his suburban Association. One of the secretaries in China in his report to the home committee expressed this thought of making the policy fit the people, by saying, "Our business is to attract these men (literati) to us, to win their friendship, confidence and esteem, and this can only be done in the first instance on the ground of common interest." This is just what the Association needs to do: to find the point of contact, and adopt methods suited to its community.

5. WHAT SHALL BE OUR POLICY?

In the first place, the Association must, in order to fulfil its greatest function, give the men of the city an

opportunity to study the Bible and must conduct some kind of meeting at which they may hear the gospel. In the second place, if it is going to be what it claims to be, an everyday work for young men, it must give the young man a chance to develop his body and his mind. But it must do more than all this. One of our most thoughtful secretaries has said that "if the Association is to grapple successfully with the problem of men's lives, there must be something tried besides prayer meeting talks, and Bible classes, and evangelistic meetings, and physical culture and educational classes, and socials. If we would really save men, we are obliged to correct and elevate the environment of city life." No narrower policy than this ought to satisfy a twentieth century Young Men's Christian Association.

1. *What were the chief means used by the early Associations in their work?*

2. *Why is it right to say that the Association is not the church?*

3. *What distinguishes the Association from a social club?*

4. *Why should the Association not engage in rescue mission work?*

5. *Repeat the definition of the Association field as given in the constitution proposed for the twentieth century city.*

6. *Why should the work be for individuals rather than the mass?*

7. *How should the work of an Association in a manufacturing city differ from that in a residential town?*

8. *What difference does the character of people living in a city make in the work?*

Readings:—Association for the Times. The Association and the Community. Principles and Methods of the Religious Work. Life of McBurney, Chap. VIII. Jubilee of Work for Young Men in North America, pp. 96-103.

Lesson IV. Organization

THE ASSOCIATION BOARDS

Effective organization of the Association is essential to the maintenance of our principles and the working of our methods. It has been found to be true that the best organized Associations accomplish the best results.

In this matter of organization, of course, each Association is supreme. Neither International nor State Committee has any right to dictate what that organization shall be, nor how it shall be brought about. In the local Association we get back to the original unit of the movement.

But while not dictating, these supervising committees can and do suggest the form of organization which experience has shown to be most helpful. Ordinarily that form is as follows: (1) Board of Directors, from which the officers come; (2) Board of Trustees; (3) Advisory Board, and (4) Committees of the Association.

1. BOARD OF DIRECTORS

Names. This board bears different names, depending on local conditions: board of managers, committee of management, etc., but its functions are well defined.

How elected. The constitution in ordinary use provides that its members shall be elected by and from the active

members of the Association. This is putting into practice the principles of the Evangelical Test. The method of their election varies. The better method seems to be for the board or its chairman to appoint a nominating committee of five, a month or more before the annual meeting. Any member desiring to nominate a director can hand such nomination to the nominating committee within a certain time after its appointment. At the annual meeting this committee reports the nominations regularly made to it, and from the men so nominated the new members of the board are elected. Where the interests confided to the Association are so great, and where the welfare of the organization depends so largely upon the character of the men who govern it, it is absolutely necessary that great care should be taken in the selection of these men.

This method insures the deliberation which is necessary in order to secure these results, and also enables the committee to see that the nominees meet the constitutional requirements as to denominations, etc.

(1) Kind of men needed as directors. A good many considerations enter into the choosing of men for this office, but the choice should always be governed by the nature of the work required of them. Some men are providentially debarred from this office by nature, some by training, some by other circumstances. We should recognize this fact. And we should have in mind that roughly speaking the duties of directors now divide into two great departments: *financing, directing*. Some men should be chosen because fitted for the former, some because suited to the latter; but all should have certain clearly defined qualifications:—

a. Of pronounced Christian character. This, of

course, is a *sine qua non*. The director should be "moved by a deep religious conviction"—a man of heart. He should be broad-minded enough to be *able* to adjust himself comfortably to the changing conditions through which we are passing.

b. Young. This word usually means, in Association nomenclature, between eighteen and forty; and while the question of age is not now one of prime importance it ought to be borne in mind that we set ourselves up to be a *Young Men's Christian Association*. It will be true generally that some older men will be needed on this board to give it stability and to add to the enthusiasm of youth the judgment of mature years. Dr. Stanley Hall once put the question, "Have you not too many men past the dead line in places of authority?" We want to be able to answer this question in the negative.

c. Positive. So many men are merely good. "He is all faults to me who has no faults at all." I remember hearing a Sunday-school teacher say of one of his boys, "Oh, if he would only do something wrong!" So many men are negative; be on the lookout for men of positive convictions, and who would take the initiative in acting upon them.

d. Of A1 standing in the community. I once heard the complaint made against one of the directors of an Association that finally failed that he did not pay his pew rent; of another that he did not pay his debts. The Association cannot stand in the community any better than the men who govern it.

e. Not interested in too many things. He should be willing and able to give the necessary time to the work he is supervising and directing; this he cannot do if overloaded with other matters. He should be a man who en-

ters upon the office, not because he feels compelled to, or because he feels honored by the election, but because of the opportunity of service which it opens to him.

He should also be able and willing to give time to learn about the work of the Young Men's Christian Associations. This would imply time to attend state conventions and to read Association literature.

f. From the various churches. The constitution usually makes this wise provision. Sometimes it reads, "Not more than five directors may be members of the same religious denomination." The wisdom of representing as many of the local churches as possible must be apparent to all.

g. Loyal to the Association cause. Many a man who is loyal to the church is not loyal to the Association. For various reasons he believes that the church ought to do the work and that another organization is not needed. However pronounced such a man's Christian character may be, however well he may stand in the community, he is not the man to lead the Association cause. Before undertaking the office a man must believe thoroughly that it is the one organization that can and will successfully meet the needs of young men.

h. Able to work with others. Our work is a united effort. We necessarily bring together men of different types and of different views, but if there is to be progress there must be harmony. Avoid the man who is constitutionally always on the other side.

1. *What relation does the State Committee bear to the local organization?*

2. *What three boards are usually found in an Association?*

3. *What is the function of each?*
4. *Name the characteristics needed in members of the Board of Directors, and also of the other boards.*
5. *Should all members of the Board of Directors be young men? Why?*
6. *Why should members of the Board of Directors come from various churches?*

Readings:—Twentieth Century City Association. Association for the Times.

Lesson V. Organization (continued)

THE ASSOCIATION BOARDS

(2) Duties of directors. Given such men from whom to choose a board, the question arises, What are their duties? In general this has been well put by a prominent Association man in these words: "The duty of the board is the same as that of any other organization: its business is as important as any other and it requires the same intelligent thought and effort. If a man cannot meet these duties as he would meet the duties of any business organization, he should resign and let another take them, just as he would be expected to do in any corporation for profit."

Of course these duties will vary somewhat with the size and character of the town, but in general they are well known. A few may be mentioned:—

a. Inspiring and cheering the general secretary. The secretaries feel the need of this, but it is often overlooked or not thought of by the busy director. He should be in

close touch with the secretary not merely to ratify his decisions, but to bring to the secretary the corrective of his large experience.

b. To gain a full knowledge of the business end of the Association. There are Associations where the directors do not seem to feel that this is their duty; they think that if the general secretary knows about things that is enough. But this is not true. The community looks to the directors and any failure in maintaining business principles, no matter how brought about, is their failure, not the secretary's.

c. To be real, not dummy, directors. This means that they shall not be content to sit apart from the real Association to review the work once a month as it is brought to them. They should be a part of the living organization: teach a Bible class, serve on the social committee, solicit funds—do something that brings them in contact with Association life.

d. To attend regularly the meetings of the board. As these meetings are held on a fixed night each month the directors ought to set that night sacredly aside for this purpose. For only by regular attendance can a director keep in close enough touch with the work to be useful. It is not to be expected that a director can attend all the other meetings of the organization, but he should occasionally take the time to be present.

(3) Organization of the Board of Directors. *a.* The board should not be so large as to be unwieldy and yet it should be large enough to give the various churches representation. Fifteen has been suggested as a good number.

b. Only a certain proportion of the members should go out each year. Usually the members are elected in three classes for three years each. This gives continuity and stability to the body.

c. Care should be taken that the organization of the board be in accordance with the laws of the state.

d. Officers. (*a*) Chairman. The board elects its own officers, at the first meeting after its election. The most important of the officers is the chairman of the board, who is by virtue of his office president of the Association. Such a man needs in high degree the qualities which have been mentioned, together with some others which are not essential, though helpful, in the other members of the board. The chairman should know how to preside and guide the discussions of the members in such a way as to economize time and avoid wrangling. He should be able to present the work well in public, for he exemplifies the Association in the eyes of the community.

(*b*) Vice-chairman. For safety, and because the chairman must sometimes be absent from meetings, this office should be filled. It can easily be made the training place for a future chairman.

(*c*) Secretary. This office should be filled by a young man who is so situated that he of all others can be regular in attendance at board meetings. His duties are too well known to need discussion.

(*d*) Treasurer. Of nearly equal importance with the office of chairman is that of treasurer. While he ought not as a rule to be burdened with the detail of Association finances, and certainly ought not to be expected to raise the money, nevertheless he stands before the community as the embodiment of the Association's idea of financial affairs. He ought therefore to be a man respected in financial circles. In many places a well-known officer of a bank is selected for this office. This brings to the Association finances the experience of a trained man, and holds out to its supporters the promise of care in money matters.

(e) General secretary. He is regarded as an officer of the Association, being elected by the board. His office and duties are treated later in this course.

1. *What are the duties of the members of the Board of Directors?*

2. *Why should a director pay as much attention to the work of the Association as to any other corporation of which he is a director?*

3. *What officers should the Board of Directors have?*

4. *How are they elected?*

5. *What kind of a man should the president be?*

6. *The treasurer?*

7. *What should be the relation of the general secretary to the Board?*

Lesson VI. Organization (continued)

THE ASSOCIATION BOARDS

2. BOARD OF TRUSTEES

The suggested constitution says on this subject: "All the real property of the Association shall vest in a Board of Trustees of nine members, who shall manage said property in the interest of the Association. Funds received by bequest or for endowment shall also be held by the Board of Trustees."

They are elected, not by the members of the Association, but by the Board of Directors. Briefly they are to be the depository of that part of the Association's property, real and personal, which is permanent, such as buildings and

endowment. This property is not devoted to meeting the current expenses of the organization, the income only being so used. The members of this board do not need to be as actively interested in the work as those on the other board. Usually some of the substantial citizens of the city are asked to fill these positions. They meet but seldom, once a year or so, and have a simple organization consisting of a president and secretary-treasurer. The president of the Association ought to be *ex officio* a trustee and so form the connecting link between the two bodies. In some states the law does not permit such a body as this in addition to the Board of Directors.

3. THE ADVISORY BOARD

This is a late addition to the Association scheme. It is formed for the purpose of bringing to the Association the benefit of the counsel of leading men in the community, clergymen and laymen, who for various reasons would not otherwise have an active connection with the movement. This board need have no limit as to numbers, and should be appointed by the Board of Directors. When a valuable man is found who cannot serve the Association on either of the other boards his usefulness may be made available by making him a member of this board.

Membership on any one of these boards ought to be regarded as an honor, and more than an honor, a privilege. In seeking candidates the opportunity of service ought to be put before them. Time and again have men testified that membership in such bodies has been a source of spiritual power in their lives, and that there has come to them a great reflex blessing, which has been ample compensation for the worry and care so incident to office.

1. *What boards other than this Board of Directors have been found helpful?*
2. *What kind of men should be on these other boards?*
3. *How are these other boards elected?*
4. *What is the function of each?*

Lesson VII. Organization (continued)

COMMITTEES OF THE ASSOCIATION

4. STANDING COMMITTEES

In addition to the boards already mentioned effective organization contemplates the distribution of the work of the Association among various committees. This is the modern method of conducting business, which is generally adopted by business corporations. Especially in an organization which is seeking to unite Christian young men in their efforts to extend Christ's kingdom among young men, the committee system furnishes for the active members a place in which to work. In proportion as the work is really done by the committees will the Association be successful.

No attempt is made here to state the qualifications needed in members of various committees. As has been said the qualifications needed for one committee differ from those needed for others. The effort here is to lay down general principles which will apply to all committees.

Some have advocated the substitution of clubs for committees. This is largely a change in name. One secretary who thinks such a change would be good writes, "I am impressed that more and more the best work and life of the

Association will be carried on through self-governing clubs, cliques or groups that will feel the responsibility of pushing particular phases of the Association work within the organization." But it could make no real difference whether a certain body of men were called the "Religious Work Club" or the "Religious Work Committee." Many classes in the Association might be profitably organized as clubs, *e. g.*, Fencing Club, Bookkeepers' Club, Leaders' Club, but the essence of a good committee does not lie in what it is called.

It has often been found helpful to appoint each member of the Board of Directors as chairman of some committee, though this is not always possible. The board may not contain the kind of men needed. But when it can be done it enables the chairman of the committee to report in person at each meeting, and the other members of the board are thus apt to get a better working knowledge of the Association than they would from written reports read by the recording secretary.

(1) Committees needed. The number and character of the committees will vary with the size and character of the city, but generally speaking the committees suggested by the constitution proposed by the International Committee are the essential ones:—

Executive.	Boys' Department.
Finance.	Women's Committee.
Religious Work Department.	Membership.
Educational Department.	Auditing.
Physical Department.	Visiting.
Social Work Department.	Nominating.

The size of these committees will depend upon the size of the Association. The most important of these is the

Executive, as it fills the place of the Board of Directors in the intervals between the meetings of the board; very much, therefore, of the actual work of the Association must find its initiative with this committee. On account of its importance it usually consists of the chairmen of other important committees, as Finance, Religious Work, etc.

The work intrusted to the other committees is expressed in the names given to them, and need not be enlarged upon here.

The president of the Association is *ex officio* a member of each of the committees. He cannot expect to attend the meeting of each committee, but he is privileged to do so. Occasionally he should enjoy this privilege.

The general secretary is the executive officer of the various committees as he is of the Board of Directors, and he ought to attend the meetings of the committees whenever possible.

(2) How to find committeemen. One of the ever-recurring problems in Association work is how to find good committeemen. Sometimes they are born; more often they are developed. A good method has been for the president of the association to keep a "committee memo. book." Let him write in this book at the beginning of the year the names of the various committeemen, and as the year advances, and these men are working or not working, let him make appropriate memoranda against the various names. Then when the new season opens he will have material from which to select committeemen intelligently.

(3) Adaptation. The first qualification for a committeeman is adaptation. One secretary states the common experience when he writes: "We find it possible to use

a man for sick visitation who would not make a successful leader of the committee on Sunday meetings. Similarly we can use a man on the shop meetings committee who would not make a successful leader of the Bible study club."

A while ago our church received a fine stereopticon to be run by electric light. Some one was needed for this duty. There was a man in the church who was not doing anything, but who was fond of machinery and electricity. He gladly consented to be the guardian and operator of the lantern. He was adapted to that work; he would have declined to teach a Bible class.

(4) General suggestions. Find out what a man is fitted for and put him on the committee which offers the best opportunity for his special talents. Be on the watch for men who promise anything and do nothing. Weed them out. The men we need are those who will do more than they promise: who are like the servants Paul speaks of who are not content with merely doing what is needed, but who "adorn the doctrine." Men who compelled to go one mile go twain. Cultivate your men. Invite them to teas, get them to read literature on the subject. We want committeemen who are like the modern advertising agent, forever evolving new ideas.

Do not put a man on too many committees, even when he is willing, as some men are. A good chairman can as a rule be chairman of only one committee. So much depends on the leader of the committee that it would be well if he could make the work of that committee his only committee work, so that it would become a sort of hobby with him.

The chairman should not do it all. Some one once asked how many were on a certain committee and the

prompt answer was, "10,000—1 and four zeroes." We have too many "committees of 10,000." And yet it has been wisely said, "Far better one layman who can be depended upon to put a certain thing through, than a large committee that will not bring things to pass."

When a man is found adapted to the work of a certain committee keep him on that committee. As in everything else a committeeman becomes more and more valuable as he becomes better acquainted with his work.

Committees should be organized, particularly the larger ones. Each has to have a chairman and ought to have a secretary; some will need also a treasurer. Then the committee for the sake of efficiency should be divided into subcommittees. In one Association the athletic committee is divided into nine subcommittees, including subcommittees on baseball, bowling, tennis, press, etc. Care should be taken, however, not to organize away the efficiency of the members by so subdividing the work that no one feels any responsibility.

1. *Would it be wise to substitute clubs for committees?*

2. *What relation might the members of the board have to the committees of the Association?*

3. *Mention the more important committees.*

4. *How is the executive committee usually made up?*

5. *What is the relation of the president and general secretary to the committees?*

6. *How can committeemen be found?*

7. *What qualification should be sought first in a committeeman?*

Readings:—Standing Committees. Twentieth Century City Association. A Practical Project.

Lesson VIII. Membership

THE ACTIVE MEMBERS

The membership. This is divided into two classes: *Active* and *Associate*, the control of the Association being in the hands of the former. The Paris Basis provided that Christian young men should be associated together, and when the question arose as to how we should know who were *Christian* the Portland Resolution answered, "Members of evangelical churches." Nominally this is the working force of the Association; these are the active members; the group from which our officers and committees come. It ought to be the army which the general secretary is leading. Unfortunately many of those who are eligible to active membership are active in name only. This is one of the serious problems in our work, and for two reasons. The first one has been well stated by an incisive writer referring to the adoption of the Paris Basis in 1855, "It is interesting to observe how we in America find after fifty years that church membership does not make any appreciable difference in the life, character or conduct of men who hold formal relation to the church." This is too often true. So many who are eligible to active membership because of church membership do not live the lives which such connection implies; how then can they be of much use in the Association?

The other reason is that so many who are really consistent church members do not take any active part in the work of the Association.

And so it comes about that the membership meeting is passing away; there is no longer the *esprit de corps* which it was fondly hoped would exist among men banded to-

gether for such purposes as those we have. The reason at the bottom of it is not far to seek; it could be stated in one word: selfishness. Men, even Christian men, come to the Association for what they can *get*, not for what they can *give*. Instead of making it their field of service they make it their place of mere enjoyment. This will not change much until men realize their responsibility one to the other, until they know that they are their brother's keeper.

But we have in our Associations these so-called active members; they are church members and they have joined our organization. What is to be done with them? Certainly we cannot leave them alone. We depend upon them. We must take hold of them. They must be trained and taught.

Much of this teaching and training must be done by the general secretary. Some can be done by the president of the Association and the chairmen of committees. I believe the best method is to get these men into the Association Bible classes and let them learn there something about personal responsibility as they study God's Word. Then they will become active indeed. "The word of God is alive."

The *Hand Book* makes some timely suggestions on this subject, speaking of the development of the active members:—

(1) *Get hold of them.* This means that the secretary and others must be on the lookout for likely men. Here is a man from your town away at college. He has been prominent in the Student Association, and is coming home. Before he gets tied up in other things give him something to do in the Association and win his confidence.

Many a young man to-day is grateful to the president

or general secretary of an Association because just as he was giving up his college life with all its delightful surroundings, and coming into what is to him a different world, the wise president or secretary has put him at some congenial work in the local Association that has anchored him in God's service.

(2) Inform and interest them. Many of these men, especially the young men, either know nothing about the Association or else have wrong notions about it. They need to be told; and they need to have their interest aroused. I remember very well how when I came back to my town from college, with the college man's good opinion of his own literary ability, the president of our Association wrote to me telling me about what they were doing, and how much they needed some one who would take hold of their little paper and edit it. It was the one side on which approach to me was easy and he came up on that side. I was interested at once. I took hold of the editorship, and in order to make the paper go I had to know what was going on. So I was led to study the work and a very small interest soon grew to be very great.

Many such cases as this might be cited. Pick out your man, inform him and interest him.

(3) Give him something *to do*. I have already spoken of this, but it needs emphasis. A man does not like to go up to the president of the Association and say: "I'm a great bass singer; I can help you with your music," or, "I am very genial and tactful; I could make your social work a success." Men do not go at it in that way. But when the secretary discovers that a man can sing, put him to singing; when he finds he is genial and tactful, put him at work on the social committee. Give your embryo active member some definite work to do.

(4) *Instruct and encourage.* The necessity of instruction is well known. And in these days of summer institutes much instruction can be given. But the instruction referred to here is that which the ordinary member can get in the Association itself, from the secretary and others. It can be supplied in many ways. Get the member to read helpful articles, lend him the *Hand Book* with passages marked.

And the second part of this suggestion, though often overlooked, is as important as the first: *Encourage them.* Aldrich's story, "For Bravery on the Field of Battle," is too true. An old worn-out soldier who had become a shoemaker was found starved to death in his hovel, wearing on his breast a medal bearing those words. Nobody thought to encourage him for his work as a soldier by giving him work to do in his need. If you have a member who has proved himself active let him know that his efforts are appreciated. Do not wait until he passes away and then at some funeral service cry aloud his virtues.

Remember we are teaching and training these active members not only for work in the Association, but if we are true to our profession, we are also qualifying them for better service in the church.

New blood is needed. We should be constantly enlisting new men. The older ones do their work well, but this is a *Young Men's* Christian Association. The older active members are the very ones to introduce and train their successors. Let it be done more and more.

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1. *What two classes of members do we have?*
 2. *Define each.*
 3. *Why should we maintain the Evangelical Test?*

4. *What do you think is the greatest defect in the active members of the Association?*
5. *What should we do with our active members?*
6. *Who should train them?*
7. *Why?*
8. *How can this be done?*

Lesson IX. The General Secretary

CHARACTERISTICS OF THE GENERAL SECRETARY

Any one who attempts to offer suggestions concerning this office must first apologize to Dr. L. L. Doggett, whose monograph, *The Secretaryship of the Young Men's Christian Association as a Life Work*, must always stand as a scholarly exposition of this high office. And it must seem especially presumptuous for a layman to attempt this subject with Dr. Doggett's able paper before him. But no treatment of the Principles and Methods of Association Work could be complete with the general secretary left out. This must be the author's excuse for adding to the literature of the subject.

There can be no doubt that the general secretary is the controlling force in the Association to-day. The Association is judged by the secretary. He is the point at which the Association and outsiders touch. Dr. James M. Buckley at the Niagara Conference said, speaking of his investigation, "Abundant evidence was furnished that the character and work of the Association depends largely upon the secretary and the executive committee." At the same conference Mr. Ernest H. Abbott said, speaking of this officer, "His hope, his faith, his charity, his thoughts, his beliefs, his conduct, his manner, his appearance constitute the

traits which first are attributed to the Association and then are fixed upon it." It would not be possible therefore to omit the treatment of this subject from this series of studies.

While much that is said must be along lines already treated by Dr. Doggett and others, yet the manner of the treatment here will perhaps be different from the course pursued by others, for our aim here is to consider the general secretary as a part of the working Association. And what is said of him and his office must be understood as applying to all the employed officers of the Association.

One thing should ever be remembered: not every man can be a general secretary of the Young Men's Christian Association. I should feel like saying to those contemplating the work what a professor in a theological seminary is reported to have said to his class, "Don't be ministers if you can help it." What he meant was that no man should go into the ministry unless he felt that there was no other work on earth to which he, with his qualifications, could afford to give his life. So it ought to be with the secretaryship. As President Eliot, of Harvard, put it: "When the revelation of his own peculiar tastes and capacities comes to a young man, let him reverently give it welcome, thank God, and take courage. Thereafter he knows his way to happy, enthusiastic work, and God willing, to usefulness and success."

The office of the general secretary has been pretty well defined. He is the executive officer of the Association, which acts through him more than any other agent. He is the administrative officer. He is to the Association what a general is to an army, while the president of the Association might be said to occupy the same position towards

the Association which the President of the United States occupies towards the United States army.

1. GENERAL CHARACTERISTICS

Let us keep in mind that this is a life work. Men have served long enough now to prove this. I never felt this to be so true as when one day I attended the celebration of the seventieth birthday of a working secretary. And let it be said once for all that no man has yet appeared too big for the office. At the Niagara Conference Mr. Abbott said: "The general secretary has the opportunity of being to the modern city what in the early Christian ages the metropolitan bishops were, or more exactly, the metropolitan head of a great lay order. He ought to have a grip upon all the beneficent forces of the city; he ought to guide the social movements of the city; he ought to bear to the kingdom of God the same relation that the mayor of a city bears to the nation." Is any man too good or great for such an office?

(1) Men of originality. We are getting now a much higher grade of men in the secretaryship than formerly, but still there is room. Few of our secretaries are thinkers; few are students; many-sided men are scarce. Yet originality is the characteristic of great general secretaries. They have been the ones to pioneer the way. They have seen the need and have been able to suggest the plans to meet the need. One has only to read McBurney's life to see how true this was of him.

(2) Honesty. This is an old-fashioned trait, but it cannot be omitted. The general secretary must be honest in the first place with the public, in his reports, statements, etc. I remember a secretary who reported eighty-one conversions during the year, only one of whom had

united with the church. Investigations showed that eighty of the so-called converts were men in the county jail, who apparently had requested prayer on the promise of getting a Bible. They could not get out to unite with the church!

In the second place the secretary should be honest in his personal matters. Let him keep his own money matters entirely distinct from those of the Association; let him not pay Association bills with his money and then collect from the Association. More than one apparently prosperous secretary has been wrecked on this rock.

(3) Positive. We need men of strong character, so that they may impress themselves upon the members. President King, of Oberlin, says, "We know but one absolutely certain way to make character and that is through a surrendering, persistent association with those who have such a character as we seek." And this is why Mr. Abbott is right when he criticises "the anæmic young fellow with the stereotyped smile and conventional handshake," who is found, he says, in too many of our Associations.

(4) Ability to lead. It goes without saying that the executive officer must have executive ability—leadership is of the same class. It seems to be born in men, and is difficult of cultivation.

(5) Optimistic. No one wins battles if he expects defeat. Some men go through life always disappointed when things turn out right. The man who is helpful is the man who is disappointed if things do not turn out right. There are many discouragements in the Association work; the general secretary must be so constituted that through them all and in spite of them all he can remain cheerful.

(6) Belief in his work. This should be strong and abiding. If a man is constantly wondering whether this is really the greatest work in the world he will do little at it. I remember hearing a successful secretary of large experience present the general secretaryship as a life work on Round Top at Northfield. I am sure that those who heard him were convinced that his success was due in part at least to his belief in the greatness of his chosen life work.

(7) Men with definite ideas of what the Association is trying to do. This may seem a strange characteristic to line up with these others, but no man in any field can do his work well unless he knows exactly what he is trying to do. I fear many of our secretaries have very hazy notions of their work. If they should take a sheet of paper and try to put down in black and white what they propose to accomplish this year they would find it a troublesome task. And yet it ought to be possible, and it can be.

(8) Spiritually minded. All these other characteristics ought to exist in men spiritually minded, for it matters little what qualifications a secretary has he cannot lead in spiritual things unless he himself is spiritual. This is a quality which, unlike some others, can be cultivated, though some natures are more congenial to it than others.

1. *Give three reasons why the Association is always judged by its general secretary.*

2. *Why could not every man be a general secretary?*

3. *Why should a man entering the general secretaryship, contemplate it as a life work?*

4. *What is meant by saying that a general secretary should be a man of originality?*

5. *Name three other characteristics which you think most important.*

6. *Write down one illustration under each of these three showing that you possess these characteristics.*

Lesson X. The General Secretary (continued)

PERSONAL LIFE OF THE GENERAL SECRETARY

2. DUTIES

I wish under this head to point out some duties other than those which pertain to the office. The regular duties of the general secretary hardly come within the scope of these studies; besides, they are well known. The Twentieth Century Constitution suggested by the International Committee, says that "he shall have general oversight, under the Board of Directors, of all the work of the Association; he shall labor to enlist the members in active Christian work, and discharge such other duties as the board may require." The duties of which I wish to speak are rather those which he owes to himself as he seeks to fit himself for his life work.

(1) To study the Bible. This does not refer to the study he does for teaching, but to study for personal growth. The two things are quite different. No man has remained strong in the Christian life who has not been nourished by the Word of God. There is no substitute for it, and it is idle to seek it in devotional books, however good they may be. It requires regularity, just as the nourishing of the body requires regularity in partaking of food. It takes time, but so does sleep, and one is as necessary as the other.

(2) To pray. In Bible study God talks with us; prayer is the other part of the communion, we talk with God. No secretary can do his work unless he is a man of prayer. Constant association with Jesus Christ is the way of power. The secretary must be like Him whatever else he is. Phillips Brooks was a great admirer of Abraham Lincoln; he went to see him, he read his words and tried in every way to enter into Lincoln's inner being, till at last the great president through this association with Brooks actually moulded Brooks' life; so that Bishop Brooks' biographer could say that Brooks in describing Lincoln was unconsciously describing himself. So the secretary by his fellowship with Jesus will become like Him, and will be able to manifest His glory to the men about him.

(3) To read. One of the speakers at the Niagara Conference said, "Most Association secretaries are intellectually ill-equipped for their work." Bible study and prayer will do much for a man, but God has given us minds, and in acquiring knowledge He expects us to use the faculties He has given us.

In preparing these studies I wrote to ten ordinary general secretaries, asking each to name two books which he had read during the preceding twelve months that had helped him in his work as a secretary. It was interesting to learn that the books read were the ordinary devotional books which might have been read profitably by a man or woman engaged in any form of Christian work, or engaged in no distinctively Christian work. Not one of them was distinctly helpful to a secretary of a Young Men's Christian Association. Then I sent to ten leading secretaries asking the same questions. They answered with a lot of books, such as *Adolescence*, *Life of Quintin*

Hogg, *A Young Man's Questions*, etc., books that made them not only better Christians but better secretaries.

If the secretary is going to keep up with the times he must read. "In this disregard of the intellectual life lies one reason for the failure of the Associations to win the coöperation of college-bred men."

(4) To cultivate manners. Some one has said, "Next to personality I would place manners and taste as a cause affecting efficiency" in a general secretary. I remember a conversation I once had with McBurney. A well-known secretary from abroad had just been to visit him and he was disgusted with the man's slovenly appearance. The Association is judged by the appearance and manner and taste of the secretary. The building will not be any more attractive as to cleanliness than the secretary is himself.

(5) To visit. I once heard a well-known Sunday-school man give a talk on "Old-fogy Superintendents." His first sign of old-fogyism was that "he was always in his place." This showed that he was behind the times, the speaker said, because he should sometimes be away, visiting other schools for suggestions. So with the secretary, he ought to visit other Associations, conferences, conventions, and similar gatherings where he can rub up against other men, learn new things and correct his own faults.

(6) To take vacations. The well-known physical director, Robert J. Roberts, recently said of the kind of vacations men should take,—

"A little daily one,
A little longer weekly one,
A still longer monthly one,
And a month or so once a year."

This is good advice. A secretary ought certainly to

have some time to himself each day, as men in other lines of work do; he cannot work from nine in the morning until ten or eleven o'clock at night and do good work. Every secretary ought to have one day in seven for rest; it cannot be Sunday, it must be some day. I know one Association where the board of directors passed a resolution that the secretary should be away from the building twenty-four consecutive hours each week.

The secretary has home duties, and God never intended Christian work to interfere with the home. "A secretary who has a wife is more than a secretary, he is a husband; the secretary who has children is more than a secretary, he is a father." No man can be all that he ought to be without the home, and no secretary with a home can afford to miss its influence upon him and his Association work.

3. THINGS TO AVOID

(1) Politics. Every secretary should be a good citizen, and therefore he cannot entirely avoid politics. But he can avoid party politics. All parties will be represented in the Association and he wants to be on good terms with all. Active participation in the campaign for any party would injure his influence with members of other parties. But he should exercise the franchise. All respect a man who does his duty as a voter. Of course this implies that he cannot run for office. Oftentimes though a secretary can accept a semi-political office. One of our best-known secretaries was appointed a jury commissioner of his city. This enabled him to render a real service to the men of his city by seeing to it that only good men were put on the lists from which the juries were drawn.

(2) Lodges. The reason for this suggestion is that

there are usually too many lodges to join them all, and joining any one of them may interfere with the secretary's usefulness towards members of the others. Besides there is on the part of some an honest prejudice against secret societies which might as well be avoided.

(3) Church work. This may seem strange at first, but with the work a secretary has in the Association he cannot give very much time and strength to his church. Far better that he should devote himself to training men for church work than that he should give himself to the work of any one church. Of course he should be connected with some church in the community and should support it loyally, attending its services and in every way helping it. But he cannot in justice to his other work, which is for the church, take important offices in church or Sunday-school.

(4) Doing too much himself. It is often so much easier to do a thing yourself than to bother to get some one else to do it. But not in this way can a general secretary train young men in Christian work.

(5) Moving too often. There is not so much tendency now as formerly for secretaries to move on, but still the work suffers from too frequent change. Of course there are misfits and men must change, but changing secretaries causes a considerable loss to an Association every time it occurs.

(6) Staying too long in one place. This is the other side of the former danger. It is not often found, but there can be such a thing as a man outgrowing his usefulness—going stale, as the athletes say. Every secretary ought to welcome the friend who will tell him the truth about this, and he ought to be glad to make way for his successor in order that the work may go forward.

There is a tendency on the part of men who have been long in one place to be satisfied with past achievements. Dr. Doggett has said: "There are a good many leaders in Association work who are content with what they have already done, who will wake up in a few years to find the procession has moved on, and in the language of the street, 'they are not in it,' and they will wonder why. The answer is they have failed to grow."

But after all, these characteristics and duties and things to avoid can only be referred to in the most general way. Above all, the secretary must be an inspirer of the men about him. Most secretaries unfortunately are "slaves of routine." They are cumbered with much serving. They do not take time for the big things of their office. "Truth is contagious through personality."

1. *What sort of duties have been considered in this lesson?*

2. *What does the Twentieth Century Constitution suggest as the general secretary's duties?*

3. *What kind of Bible study should he do?*

4. *What should be the nature of his reading?*

5. *Why should he take vacations?*

6. *Mention the things he should avoid.*

7. *Why should a secretary avoid politics?*

Readings:—The General Secretary. The Board and the Secretary. The Association Secretaryship. The Secretaryship of the Young Men's Christian Association as a Life Work. Memorial of George A. Hall. Memorial of Horace William Rose. Life of Robert McBurney. Bible Study for Personal Spiritual Growth.

BIBLIOGRAPHY FOR COURSE ON ASSOCIATION PRINCIPLES

(These books may be secured through the International Committee,
3 West Twenty-ninth Street, New York.)

Fifty Years of Federation. R. C. Morse.....	\$.65
Life of Robert R. McBurney. L. L. Doggett.....	2.00
History of the Young Men's Christian Association. L. L. Doggett.	1.00
The Association and the Churches. R. J. McBryde.....	.03
Twentieth Century City Association. C. S. Ward.....	.05
Association for the Times. F. S. Goodman.....	.05
Why for Young Men Exclusively. T. G. Darling.....	.02
Jubilee of Work for Young Men in North America (Boston Convention Report).....	1.00
The Association and the Community. J. L. Houghteling....	.02
Principles and Methods of Religious Work.....	.25
Standing Committees of the Association (Hand Book).....	.05
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ASSOCIATION MANAGEMENT



J. W. HANSEL

CONTENTS

	PAGE
Lesson I. Principles and Ethics of Sound Business Management.....	71
Lesson II. Principles and Ethics of Sound Business Management (continued).....	73
Lesson III. Principles and Ethics of Sound Business Management (concluded).....	74
Lesson IV. The General Secretary's Relationships and Responsibilities	75
Lesson V. The Budget.....	76
Lesson VI. Current Financial Transactions.....	77
Lesson VII. Financial Canvass.....	78
Lesson VIII. Membership.....	79
Lesson IX. Correspondence.....	80
Lesson X. Business Forms and Procedures.....	81
Lesson XI. Advertising and Printed Matter	82
Lesson XII. Advertising and Printed Matter (continued).	83
Lesson XIII. Accounting and Auditing.....	84
Lesson XIV. Accounting and Auditing (continued).....	85
Lesson XV. Association Records and Statistics.....	86
Lesson XVI. Property.....	87
Lesson XVII. The Association Building....	88
Lesson XVIII. Business Meetings and Functions.....	88
Lesson XIX. Business Law.....	89
Lesson XX. Business Law (continued).....	90
Bibliography.....	91

TWENTY LESSONS ON ASSOCIATION BUSINESS MANAGEMENT

In preparing this course of study the aim has been to indicate subjects and suggest lines of investigation that will assist the student in putting himself into possession of principles and methods for the sound business management of a Young Men's Christian Association. Limited space has made impossible more than the briefest outline for each lesson, and a few suggestions for the guidance of the instructor and the student. It is suggested that the instructor arrange for lectures by specialists in connection with the lessons on advertising, accounting, and business law. The value of the courses will depend quite largely upon the care given by the instructor to the assignment in advance of readings, problems, investigations, preparation of articles on assigned topics, etc. The instructor is requested to carefully preserve the markings on recitations, assigned work and examinations, and submit the same to the examiner for this course.

Lesson I. Principles and Ethics of Sound Business Management

1. Sound business management is an art based upon a science. Fixed principles and laws underlie and direct the capacity for the art.

“What we call learning a business really implies learning the science involved in it.”—*Spencer*.

2. The basic factors of the science:

- (1) The manager—general secretary or department director.
- (2) His associates—assistants, clerks, etc.
- (3) The customers or clientele—members and contributors.
- (4) The business—the Association activities.
- (5) The administration of the business.
- (6) Mediums of exchange.

These factors will be considered in the following lessons.

ASSIGNED WORK

This assigned work is intended to cover Lessons I, II and III.

Readings:—*Extracts from Letters to Agents*, Gage E. Tarbell. *Top or Bottom, Which?* Archer Brown. *Energy*, Ernest E. Jewett. *Autobiography of Benjamin Franklin*, Weld, pages 129 to 144; or Bigelow, pages 212 to 230. *The General Secretary as an Administrator*, G. K. Shurtleff. *How to do Business*, pages 217 to 253, Seymour Eaton. *Funds and Their Uses*, F. A. Cleveland.

Exercises: Write definitions of art and science. Write a paragraph each day for a month on one or more of the faculties and qualities mentioned under "The manager" (Lesson II, 3). The student should impress these words so deeply upon his memory that they may be realized in his personality.

Note.—The instructor should make a study of psychology especially as it relates to the subject of "suggestion," that he may show the student its use in the development of the desired faculties and qualities.

Lesson II. Principles and Ethics of Sound Business Management
(Continued)

3. The manager, the secretary, the director, the assistant :

- (1) His personal traits and characteristics. The faculties and qualities necessary to success as a business manager.
 - a. Physical: Health, vigor, activity.
 - b. Mental: Thoughtfulness, courage, system, tact, industry, energy, persistence, concentration, dispatch, decision, courtesy, cheerfulness, buoyancy, generosity.
 - c. Moral: Integrity, sincerity, faith or confidence, devotion, truthfulness, honesty, justice, moderation, self-mastery.

By rigid self-discipline these faculties and qualities may be developed and will result in: (a) Magnetic personality, or: (b) Power to inspire confidence. (c) Power to influence others. (d) Power to direct and control others. (e) Managerial success.

Are you willing to pay the price? Managerial success does not depend so much upon native characteristics as upon persistent industry and the strict observance of certain fixed principles.

Nine-tenths of the most useful labor in any calling is drudgery—work which kindles no enthusiasm and elicits no praise—but without which signal success is impossible. “No man,” says the painter Innes, “can do anything in art unless he has intuitions, but between whiles he must work hard collecting the materials out of which intuitions are made.”

It is a common mistake to suppose that intellectual cleverness is the main qualification for success in any career. Far more important than brilliant abilities is a talent for work—for hard, persistent, unrelenting toil.

Note.—See Assigned Work under Lesson I.

Lesson III. Principles and Ethics of Sound Business Management
(Continued)

3. The general secretary (*continued*).

(2) His knowledge of men :

- a. Study men.
- b. Quick perception. Intuition. Cultivate these faculties that you may readily estimate the characteristics and dispositions of men with whom you deal.
- c. Study, as does the expert advertiser, the art of attracting and holding attention, arousing interest and creating desire.

(3) His knowledge of the business :

Make an analytical study of Association work.

Become thoroughly familiar with every detail of Association business, consider it from every view-point, throw every possible light upon it from every possible angle. Lessons IV to X of the course are designed to assist the students in the study of this subject.

(4) His knowledge of methods :

- a. A study of best methods. Make a thorough study of Association history, philosophy and activities. In this connection see the

courses by Dr. Doggett and I. E. Brown in this series.

- b. Adaptation of principles, not slavish imitation. Cultivate the ability to recognize the "psychological moment."

(5) His knowledge of mediums of exchange. It is intended that this subject shall be treated only in a very general and elementary manner. Assigned readings on the subject of *Money and Funds* will be of value.

Note.—See Assigned Work under Lesson I.

Lesson IV. The General Secretary's Relationships and Responsibilities

1. His personal business transactions.
2. Leadership in all departments of business management.
3. Supervision of details:
 - (1) Daily or weekly reports from all departments for secretary's desk.
 - (2) Suggested forms for such reports.
4. Specified time to be devoted to various items of business management:
 - (1) Review of work.
 - (2) Inspection of building and office management.
 - (3) Preparation for board and committee meetings and Association functions.
 - (4) Finances and financial solicitation.
 - (5) Engagements, correspondence, etc.
 - (6) Office hours.
 - a. For conference with employees.
 - b. For conference with members.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 127 to 150.

Exercises: Prepare forms for paragraphs 3 and 4 above.

Lesson V. The Budget

1. The Basis:

- (1) Settled resources.
 - (2) Settled expenditures.
 - (3) Estimated additional resources.
 - (4) Estimated additional expenditures.
 - (5) Investigation of budgets of other Associations in similar circumstances:
 - a. In several cities of 25,000 to 50,000 population.
 - b. In several cities of 50,000 to 100,000 population.
2. Estimates—the result of careful study and investigation.
 3. Due recognition given to the needs of each department. The distribution of the budget on the percentage basis.
 4. Recognition of supervisory agencies.
 5. Recognition of training agencies.
 6. Budget strictly adhered to. Appropriations not exceeded except by action of the board or the executive committee.
 7. Distribution of responsibility for raising the budget between the finance committee and the committees of the various departments.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 198, 199.

Exercises: Prepare budgets for various amounts.

Lesson VI. Current Financial Transactions

1. Source of income:

(1) Fixed income. Rent, interest on investments, etc.

(2) Lectures, entertainments, exhibitions, mass meetings, etc.

Suggestion: It is unsafe to depend upon any of these for revenue.

(3) Membership fees.

(4) Subscriptions.

(5) Special fees.

a. Locker.

b. Educational class.

c. Miscellaneous.

(6) Business enterprises.

a. Restaurants.

b. Dormitories.

2. Expenditures:

(1) Fixed operating expenses.

a. Various departments.

b. Office.

(2) Contributions—supervisory and training agencies.

3. Miscellaneous:

(1) Negotiation of notes.

- (2) The financial statement to members and contributors.

ASSIGNED WORK

Exercises: Investigate and report in detail the income and expenditures of selected Associations.

Lesson VII. Financial Canvass

1. Personal solicitation:

- (1) Main canvass at beginning of fiscal year.
- (2) Systematically followed up day by day.
- (3) Supplemental mail canvass to cover entire field.
- (4) Signature to legally drawn pledge.
- (5) Definite time for payment of dues.
- (6) Development of individual givers by steady increase in amount of gifts.

2. Mail solicitation:

- (1) The original letter. Suggestion: Brief, personal, clear; two or three principal features of work emphasized; definite requests, etc.
- (2) Second letter or reminder. Suggestion: Courteous, very brief, a new point emphasized.
- (3) Stamped envelope for reply.
- (4) Peek-a-boo envelopes may be used for statements but not for letters.

3. Complete card lists.

- (1) Present contributors.
- (2) Possible contributors.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 199 to 206.

Exercises: Write a financial letter presenting the Association and its work requesting financial support—to an interested contributor seeking increase; to an indifferent person at the head of a concern employing a large number of young men; to a lady of large means, etc. The instructor should criticise these letters before the class.

Lesson VIII. Membership

1. Made as productive as possible.
2. Made the chief source of revenue where possible.
3. Complete and systematic canvass throughout the year.
4. Kinds of membership :
 - (1) Limited, full, etc.
 - (2) One fee—\$5, \$10 or \$15 covering all privileges.
 - (3) One fee—\$2 or \$5 with special fees for various privileges.
 - (4) Life and sustaining memberships very objectionable.
 - (5) Boys.
 - (6) Students.
5. Annual dues :
 - (1) Notice in advance of time for the payment of annual dues.
 - (2) Dues to cover fifteen months if paid, or arranged for in advance.
 - (3) Give all that is advertised and make dues adequate.
 - (4) Contributors not members.

- (5) Use the term "annual dues" rather than "expire" and "renewal."
- 6. Complete card lists:
 - (1) Alphabetical.
 - (2) Monthly.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 105 to 108.

Exercises: Write a letter presenting advantages of membership in the Association. Prepare form of notice for payment of annual dues. Collect membership blanks of leading Associations.

Lesson IX. Correspondence

"Every letter that goes out of a business house is an ad., good or bad. Letters should be answered the day received. Every question in the letter should be answered in reply. Every point raised should be treated with care. Use good typewriter, good paper. Sloppy letters have a bad effect. There is an art in letter writing. Do not be brusque or jerky. A man will read as long as you tell him something that he wants to know."—*Charles Austin Bates*.

- 1. Business letters:
 - (1) Form: Strong, clear, courteous, brief.
 - (2) Acknowledgments. All letters except such as are discourteous or trivial deserve prompt acknowledgment.
- 2. Personal letters. Letters of condolence, congratulation, friendship, etc., should usually be pen letters.

3. Public letters: Clear, dignified, free from personalities.
4. Invitations, formal and informal.
5. Systems of filing.

ASSIGNED WORK

Readings:—*How to do Business*, pages 233 to 242, Seymour Eaton. *The Country Banker*, chap. 25, page 182. *Hill's Manual. Association Hand Book*, sample forms in Appendix.

Exercises: Prepare one or more of the above forms. Investigate and report on systems of filing.

Lesson X. Business Forms and Procedure

1. Banking: Checks, drafts, notes, deposits, endorsements, overdrafts, accommodations, etc.
2. Contracts, deeds, leases, etc.
3. Association forms:
 - (1) Subscription pledges.
 - (2) Membership applications, tickets, etc.
 - (3) Receipts, acknowledgments, etc.
 - (4) Miscellaneous.

ASSIGNED WORK

Readings:—*How to do Business*, pages 13 to 23; 51 to 65; 89, etc. *Funds and Their Uses*, chap. 4. *Hill's Manual. Association Hand Book*, sample forms in Appendix.

Exercises: Prepare one or more of the above forms. Collect forms used by leading Associations; analyze and criticise.

Lesson XI. Advertising and Printed Matter

1. Importance. As in business, so in Association work, competition is strong and powerful. The Association work should be kept before the public in a most attractive and convincing form. The importance and magnitude of the work demands a comprehensive and judicious plan of publicity. It is of the utmost importance that the general secretary have a practical knowledge of correct principles of advertising.
2. Methods :
 - (1) Straightforward, frank and strictly truthful.
 - (2) Simple, vigorous, pleasing.
 - (3) Clear, forceful, grammatical.
 - (4) Present salient points.
 - (5) Seek not only to secure attention, but to arouse interest and create a desire.
 - (6) Do a strong work. No one can profitably advertise an unworthy business.
 - (7) Study the circumstances and dispositions of those to whom the appeal is made. This is especially important in advertising religious meetings, Bible classes, etc.
3. Poor advertising :
 - (1) Address lacking.
 - (2) The ridiculous. "Loud clothes will attract attention, but are not a part of the equipment of a good salesman."
 - (3) Catch phrases.
 - (4) Flowery, "bouquet style."
 - (5) A dollar for fifty cents.

- (6) Weak humor.
- (7) Sensational.
- (8) Misrepresentation.
- 4. Mediums:
 - (1) Daily press.
 - a. Cards.
 - b. News, *e. g.*, Association functions, conventions, etc.
 - c. Articles, *e. g.*, Association's relation to the public betterment, good citizenship, etc.
 - (2) Cards and posters.
 - (3) Cards in street cars.
 - (4) Exhibitions and entertainments.
- 5. Lecture by an advertising expert.

ASSIGNED WORK

Readings:—*The Theory of Advertising*, Prof. Walter Dill Scott.

Exercises: Prepare sample advertisements, cards, articles for the press, posters, etc.

Lesson XII. Advertising and Printed Matter

(Continued)

"Printed matter is the fuel which feeds the fire of publicity, and poor fuel is as fatal to business publicity as poor coal is to economical steam production."

- 1. The bulletin:
 - (1) A clear setting forth of Association activities.
 - (2) Local Association news.
 - (3) General Association news of local interest.

2. Prospectus :
 - (1) Contents. Make a strong, telling point early in the book.
 - (2) Form, paper, type, etc.
 - (3) Utility of pictures. Be sure that the pictures illustrate what is said.
3. Reports :
 - (1) Value.
 - (2) Contents.
 - (3) Monthly, quarterly or annual.
4. Letter-heads :
 - (1) Seek individuality.
 - (2) Value of retaining good form after adopted.
5. Estimates.
6. Preparation, proof-reading, etc.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 225 to 228.

Exercises:—Collect samples of one or more of the above items from different Associations. Submit certain corrected proof, showing acquaintance with the usual signs for designating corrections.

Lesson XIII. Accounting and Auditing

1. Bookkeeping :
 - (1) Simple, accurate, clear.
 - (2) Voucher system.
 - (3) The importance of the audit.
 - (4) Books and forms commonly used by Associations.
 - (5) Treasurer's report.

2. Principles of debits and credits.
3. The theory of double entry bookkeeping.
4. Balance sheet and trial balance:
 - (1) How do they differ?
 - (2) The problems implied in each.

ASSIGNED WORK

Readings:—*The Theory of Accounts*, Tipson. (1) Pages 50, 64-66, 69, 86. (2) Pages 5, 55, 56, 57, 75, 87, 102, 104. (3) Pages 6, 22, 42, 72, 81, 104, 116. *Accounting*, Keister, or Sadler and Rowe. *Encyclopædia of Law and Forms*, pages 2 to 14, Spalding. *Association Hand Book*.

Exercises: Investigate methods and forms of several Associations. Prepare certain forms assigned by the instructor. Assign problems in bookkeeping for students to work out and illustrate.

Lesson XIV. Accounting and Auditing

(Continued)

1. Define the following accounts:
 - (1) Capital or revenue.
 - (2) Cash.
 - (3) Accounts receivable and accounts payable.
 - (4) Notes receivable and notes payable.
 - (5) Profit and loss.
 - (6) Suspense.
2. Define the function of the following:
 - (1) Day book.
 - (2) Journal.

- (3) Cash book.
 - (4) Ledger.
 - (5) Bill book.
 - (6) Budget and distribution of receipts and expenditures.
 - (7) Check register.
 - (8) Voucher record.
3. The columnar system of books of original entry:
- (1) Explain and illustrate.
 - (2) The advantages of this system.

ASSIGNED WORK

Readings:—*The Theory of Accounts*, Tipson. (1) Pages 8, 11, 12, 15, 27, 104, etc. (2) Pages 19, 21, 25, 39, 48, 94, 96, 109, etc. (3) Pages 9, 20, 48, 84, 85, 122, etc.

Exercises: Assigned problems in bookkeeping.

Note.—Lessons XIII and XIV should be lectures by an expert accountant and should be freely illustrated.

Lesson XV. Association Records and Statistics

1. Value.
2. Method.
3. Items:
 - (1) Membership.
 - (2) Meetings.
 - (3) Classes.
 - (4) Personal work.
 - (5) Attendance at rooms.
 - (6) Records of board meetings.
4. Statistical record book.

5. Recording and filing of valuable documents, deeds, leases, vouchers, contracts, insurance policies, etc. Card index.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 219, 220. See also sample record forms in the Appendix.

Exercises: Investigate forms and methods used by other Associations.

Lesson XVI. Property

1. Custody:
 - (1) Board of directors.
 - (2) Trustees.
2. Management:
 - (1) Keep building accounts distinct from current business.
 - (2) Taxes, insurance, etc.
 - (3) Leases, rentals, etc.
 - (4) Care of building:
 - a. Repairs.
 - b. Janitor service.
 - c. Compliance with the city building and fire ordinances.
3. Incorporation.
4. Endowment and special funds.
 - (1) Investment of funds:
 - a. Reliable securities.
 - b. Secure legal and other expert advice.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 210 to 218, etc. *Encyclopædia of Law and Forms*, page 417, etc., Spalding.

Lesson XVII. The Association Building

1. General arrangement. Plans of several modern buildings should be submitted to the class and important features discussed.
2. The architect's plans.
3. Securing bids.
4. Contracts for construction.
5. Superintendence of construction.
6. Compliance with city ordinances.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 162 to 173; 176 to 180, etc. *Encyclopædia of Law and Forms*, page 226, etc., Spalding.

Exercises: Submit an outline of floor plans for an Association building of specified dimensions.

Lesson XVIII. Business Meetings and Functions

1. Members:
 - (1) Monthly or quarterly.
 - (2) Anniversary.
 - (3) Educational department public opening and commencement exercises.
2. Board of directors.

3. Parlor conferences, banquets, etc.
4. Conventions.

ASSIGNED WORK

Readings:—*Association Hand Book*, pages 221 to 225.

Exercises: Present a suggested program or order of business for these meetings and prepare resolutions on various items of business to be acted upon.

Lesson XIX. Business Law

1. Law in general:
 - (1) Technical or positive.
 - (2) International and municipal law distinguished.
 - (3) Moral basis of positive law.
 - (4) Written and unwritten law.
 - (5) Legal rights, etc.
2. The laws peculiar to checks and certificates of deposit:
 - (1) Nature of deposit in bank.
 - (2) Check, definition and nature.
 - (3) Acceptance or certification.
 - (4) Negotiability.
 - (5) Outlawed checks.
 - (6) Overdrafts.
3. Obligations of the Association to its members:
 - (1) Responsibility for valuables.
 - (2) Fire escapes, exits, etc.
 - (3) Obligations of clubs, societies, innkeepers, etc.

ASSIGNED WORK

Readings:—Manual of Commercial Law, pages 1 to 18, 211 to 219, Spencer; *Encyclopædia of Law and Forms*, pages 133 to 135, Spalding.

Lesson XX. Business Law (Continued)

1. Contracts :

- (1) Definition, nature and classification.
- (2) The agreement—offer and acceptance.
- (3) Interpretation of contracts.
- (4) Conveyance of real property.
- (5) Mortgages, leases, etc.

2. Corporations :

- (1) Definition and nature.
- (2) How formed.
- (3) Management :
 - a. Meetings.
 - b. Duties and powers of officers.
 - c. Quorum.

ASSIGNED WORK

Readings:—Manual of Commercial Law, pages 24 to 31; 521 to 548; 308 to 315; 327 to 334, Spencer.

Note.—It is suggested that if possible a lawyer be secured to teach Lessons XIX and XX or to give a practical talk on business law in connection with the assigned readings.

BIBLIOGRAPHY FOR COURSE ON BUSINESS MANAGEMENT

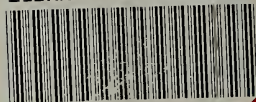
[These books may be secured through the International Committee,
3 West 29th Street, New York.]

*Young Men's Christian Association Hand Book.....	\$1.00
*How to do Business, Seymour-Eaton.....	1.00
*The Theory of Advertising, Walter Dill Scott.....	2.90
*Theory of Accounts, Frederick S. Tipson.....	3.00
*Manual of Commercial Law, Spencer.....	2.00
The Country Banker, George Rae.....	1.35
Funds and Their Uses, Cleveland.....	1.25
Accounting and Auditing, Keister.....	4.00
Accounting, Sadler and Rowe.....	.70
Encyclopædia of Law and Forms, Spalding.....	3.00
Report of American Bankers' Association.....	1.50
Hill's Manual, Cloth.....	3.50
Autobiography of Benjamin Franklin.....	.70
*Top or Bottom, Which? Archer Brown.....	.10
*Extracts from Letters to Agents, Gage E. Tarbell.....	.10
*The General Secretary as an Administrator, Glen K. Shurt- leff10
*Energy, Ernest E. Jewett.....	.10

*Students pursuing this course should have access to at least these books.

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